



PERFORMANCE IMPROVEMENT

CONTINUOUS IMPROVEMENT

CUSTOMIZED ELECTRONIC SERVICES

Dream Team Development

Training Modernization Group can help your business become more efficient and cost effective through our Total Business Performance Improvement initiatives. This program will facilitate the transition to a fully engaged workforce with leaders that care about the people as much as the process. TMG will use all our functional areas of expertise, from Benchmarking Analysis and Team Engagement Surveys to Business 101 and Leadership Workshops, to help our partners realize consistent near perfect performance resulting in overall increased earnings.



Ball Metal Container Operations of Williamsburg, Virginia began their partnership with TMG, Inc. in May of 2007. The Management Team in Williamsburg recognized the need for a comprehensive intervention to prepare for the upcoming wave of retirements and resulting leader churn projected within the next five years. This approaching turnover coupled with an opportunity for improved performance from current Supervisors and Chief Maintainers generated the need for a well developed plan to train current leaders, identify and develop future leaders, transfer knowledge to newer employees and cultivate a highly engaged workforce. The underlying hypothesis that has guided this initiative is that an aligned team with well-trained leaders will result in an engaged workforce generating improved business performance.

After a detailed analysis, the Ball Corporation senior leadership team made a long-term commitment to design, build, pilot, and implement a system to attack these trends. Within 12-months, the plant developed a synchronized and integrated Leader Performance Improvement System consisting of: Individual Development Plans for plant leaders based upon High Performance Behaviors; implementation of a Chief Maintainer Training Program; completed five rounds of structured Leader Coaching; deployed a Leader to Led Promise aligning the organization and explaining roles and responsibilities from the new employee to the plant manager, completely reorganized the workforce to break up dysfunctional teams and "shock" the non-performing culture; developed a Team Scorecard to communicate daily performance goals; conducted annual plant-wide Value Stream Analysis to prioritize process improvement projects to remove barriers to daily job performance; and developed a substitute leader qualification system to reduce daily disruption caused by leader churn. Through careful, measured program management, these trends reversed and plant performance continues to improve.

BENEFITS & VALUE:

Since June, 2008 the plant has realized a return on the investment of over \$4,100,000 by increasing production by 84,000,000 units over the previous 12 months, while decreasing spoilage by over 24.5% and improving customer complaints by 50.4% from the previous year.

REFERENCE POC:

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ABOUT TMG, INC:

Training Modernization Group is a registered Serviced Disabled Veteran Owned Small Business and recognized as a Leader in Human Performance Systems including Strategy Development, Analysis, Design, Development, and Implementation as evidenced by the awards and recognitions received by the American Society of Training and Development (ASTD) and recognized expertise through partnerships with the Association of Manufacturing Excellence (AME), HRQMC, VOW Coalition, New Horizons Regional Education Center. Our partners include Huntington Ingalls Industries - Newport News Shipbuilding, Northrop Grumman Newport News, the Virginia Department of Transportation, BAE Systems Ship Repair, L-3 Communications Army Fleet Support, Ball Metal Container Operations, Minerals Technologies, Measurement Specialties, Earl Industries, Liebherr Mining Equipment, the U.S. Army Training and Doctrine Command (TRADOC), and Wyle.

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